

Capital Programme 2020/21 to 2023/24

Appendix 1

Project Title	2020/21			2021/22			2022/23			2023/24			TOTAL			Governance Board
	Total Project cost	Funding excluding Borrowing	Net project cost funded from borrowing	Total Project cost	Funding excluding Borrowing	Net project cost funded from borrowing	Total Project cost	Funding excluding Borrowing	Net project cost funded from borrowing	Total Project cost	Funding excluding Borrowing	Net project cost funded from borrowing	Total Project cost	Funding excluding Borrowing	Net project cost funded from borrowing	
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	
Resources and Commercial Directorate																
Capital cost of transition and transformation of ICT service	159		159			0			0			0	159	0	159	IT Strategy Board
ICT Re-Commissioning To deliver transformed ICT function following end of contract with the current provider.	1,044		1,044			0			0			0	1,044	0	1,044	IT Strategy Board
Legal Case Management System	41	41	0			0			0			0	41	41	0	IT Strategy Board
Digital Improvements Programme - New programme £1.750m to cover website refresh, careline devices, online forms migration, dynamics customers records, data visualisation, AI and machine learning			0	750		750	400		400	600		600	1,750		1,750	IT Strategy Board
Enterprise Resources Planning - new scheme to cover workflow improvements, Phase 2 HR, Estate and Facilities management, transition projects			0	1,050		1,050	650		650			0	1,700		1,700	Dynamics Programme Board
Enterprise Resource Planning System - replacement of the SAP ERP system.	6,022		6,022	110		110			0			0	6,132	0	6,132	Dynamics Programme Board
Ongoing ICT Refresh and Enhancements Rolling programme of ICT enhancements	3,581		3,581	4,061		4,061	1,000		1,000	1,000		1,000	9,642	0	9,642	IT Strategy Board
Devolved IT Applications Rolling programme of IT applications delivery	918		918	2,378		2,378	500		500	250		250	4,046	0	4,046	IT Strategy Board
ABAVUS and Waste Collector	538		538			0			0			0	538	0	538	Integrated Streets and Grounds Project Group
LAA Performance Reward Grant	59	59	0			0			0			0	59	59	0	Capital Forum
Other Schemes (Council wide)	0		0	9,001		9,001			0			0	9,001	0	9,001	Capital Forum
Total Resources and Commercial Directorate	12,362	100	12,262	17,350	0	17,350	2,550	0	2,550	1,850	0	1,850	34,112	100	34,012	
People's Directorate																
Adults																
Careline	230	0	230	0		0	0		0	0		0	230	0	230	
Assistive Technology	25		25	245		245	0		0			0	270	0	270	Contracts & Commissioning Board
Inhouse projects	55		55	125		125	0		0			0	180	0	180	Contracts & Commissioning Board
Total Adults	310	0	310	370	0	370	0	0	0	0	0	0	680	0	680	
Public Health - HPCF	77	77	0			0			0			0	77	77	0	
Total Public Health	77	77	0	0	0	0	0	0	0	0	0	0	77	77	0	
Schools																
Bulge Classes	0	0	0	552	552	0			0			0	552	552	0	Education Services Management Team
Children's IT	264		264			0			0			0	264	0	264	People Services Management Team
Children's Services Building Programme	100		100			0			0			0	100	0	100	People Services Management Team
Day Respite Provision			0	400		400			0			0	400	0	400	SEND Programme Board
Devolved Formula Capital	53	53	0			0			0			0	53	53	0	Education Services Management Team
School Amalgamation	730	730	0			0			0			0	730	730	0	Education Services Management Team

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Schools Capital Maintenance	3,264	3,264	0	1,000	1,000	0			0			0	4,264	4,264	0	Education Services Management Team
Schools Expansion Programme Phase 2	118	118	0	0	0	0			0			0	118	118	0	Education Services Management Team
Secondary Expansion			0			0	9,071	9,071	0			0	9,071	9,071	0	Education Services Management Team
SEN Expansion	75	75	0	5,507	5,507	0			0			0	5,582	5,582	0	SEND Programme Board
Additional Basic Need Funding - this will be split over SEN, Primary and Secondary but not known where greatest need will be at this stage			0	14,973	14,973	0			0			0	14,973	14,973	0	SEND Programme Board/Education Services Management Team
Total Schools	4,603	4,240	364	22,433	22,033	400	9,071	9,071	0	0	0	0	36,108	35,344	764	
Total People's Directorate	4,990	4,317	674	22,803	22,033	770	9,071	9,071	0	0	0	0	36,865	35,421	1,444	

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Community Directorate																
Commissioning and Environment																
High Priority Planned Works - Corporate Sites To continue the programme of investment to undertake essential improvements across the Corporate Estate to ensure that properties are in a safe and appropriate condition and comply with appropriate statutory, regulatory and corporate standards.	1,278		1,278	650		650	650		650	650		650	3,228	0	3,228	Community Contracts Board
Parks Infrastructure On-going programme to address historic under-investment and responsive only maintenance regimes to parks infrastructure; to address areas of deterioration and improve existing facilities and provide safe access for users.	951		951	350		350	350		350	350		350	2,001	0	2,001	Community Contracts Board
Parks Playground Improvement	373	373	0			0			0			0	373	373	0	Community Contracts Board
Car Park Infrastructure	19		19	0		0			0			0	19	0	19	Community Contracts Board
Waste Services bins (Trade) Replacement of aged, damaged and/or lost wheeled bins, as well as bins provision for new residential development within the borough and bins for business (as part of trade waste service).	157		157	150		150	0		0	0		0	307	0	307	Community Contracts Board
Waste Services bins (Domestic) Replacement of aged, damaged and/or lost wheeled bins for domestic properties	238		238	0		0	0		0	0		0	238	0	238	Community Contracts Board
CA Site Infrastructure On-going maintenance programme to the Civic Amenity site to ensure it provides a safe and secure environment in which to operate its business and continue to meet the needs of staff and users.	0		0	100		100	75		75	75		75	250	0	250	Community Contracts Board
Green Grid Programme - BCIL funded Improvements to Harrow's green infrastructure to provide a network of interlinked and multifunctional open spaces.	217	185	32	150	150	0	150	150	0	150	150	0	667	635	32	Community Contracts Board
Highways Programme To deliver the highways programme of investment and undertake essential structural maintenance to the highway asset.	5,025	25	5,000	6,000		6,000	6,000		6,000	6,000		6,000	23,025	25	23,000	Community Contracts Board
Parking Management Programme to implement controlled parking schemes and restrictions and support the delivery of LIP	300		300			0			0			0	300	0	300	Community Contracts Board
Headstone Manor - Park for People Project	897	897	0			0			0			0	897	897	0	Community Contracts Board
Flood Defence & Highways Drainage -BCIL funded To deliver the flood defence and alleviation programme of investment and implement schemes that minimise the risk of flooding from approximately 80kms of rivers and watercourses in the borough, and the highways drainage programme of investment and implement schemes in 15 critical drainage areas identified in the Council's Surface Water Management Plan.	500	500	0	500	500	0	500	500	0	500	500	0	2,000	2,000	0	Community Contracts Board

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<p>Street Lighting Programme To continue the street lighting programme of investment, which includes upgrading life expired street lighting columns and replacing conventional lanterns for more energy efficient LED lanterns</p>	1,000		1,000	1,500		1,500	1,500		1,500	1,500		1,500	5,500	0	5,500	Community Contracts Board
<p>Local Implementation Plan (LIP) including Parking Management Programme To deliver the transport projects and initiatives set out in the third Transport Local Implementation Plan (LIP) programme of investment for 2020/21 - 2022/23. A Parking Management Programme to implement controlled parking schemes and restrictions is funded by Harrow Capital and supports the delivery of the LIP.</p>	530	530	0	1,691	1,391	300	1,691	1,391	300	1,691	1,391	300	5,603	4,703	900	Community Contracts Board
<p>Wealdstone Major Transport Infrastructure Project: Town centre / bus improvements scheme along the High Street / A409 corridor The project is funded from external funding from TFL (£1.5m) and a match fund from BCIL (£0.9m).</p>	1,000	1,000	0	1,400	1,400	0			0			0	2,400	2,400	0	Community Contracts Board
<p>Wealdstone Major Transport Infrastructure Project: Liveable Neighbourhood for the wider transport network and residential neighbourhoods around the town centre. The project is funded from external funding from TFL (£3.84m) and a match fund from BCIL (£1.76m).</p>	0		0	300	300	0	3,400	3,400	0	1,900	1,900	0	5,600	5,600	0	Community Contracts Board
<p>Headstone Manor Flood Alleviation scheme The proposed scheme is a combination of works in the Headstone Manor Recreation Ground playing fields and comprises the construction of a 20,000 m3 storage basin, to reduce flow leaving site and reducing the pressure on the existing sewer and river network downstream. Environment Agency funding of £0.968m has been granted, with the match fund of £0.5m being anticipated from BCIL.</p>	1,468	1,468	0			0			0			0	1,468	1,468	0	Community Contracts Board
<p>CCTV cameras and equipment at the depot</p>	50		50			0			0			0	50	0	50	Community Contracts Board
<p>CCTV Infrastructure</p>	18	0	18	1,246		1,246			0			0	1,264	0	1,264	Community Contracts Board
<p>Parking Enforcement Review - Infrastructure to support delivery of footway parking and enforcement in recreation grounds, Arts Centre and Museum car parks. Placeholder, subject to the finalisation of Parking Modernisation business case and capital budget requirements.</p>	0		0	0		0			0			0	0	0	0	Community Contracts Board

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Car Park Refurbishment Replace all existing surface car park lighting with the same LED lighting as used on street. Replace all signage within car parks, reline all car parks, service all lifts in multi storey car parks so that they can be brought back into operation and provide shutters for Davy House car park to prevent overnight ASB. Renovate accommodation for the car parks team or provide new accommodation if existing is to be demolished for new Civic Centre. Placeholder, subject to the finalisation of Parking Modernisation business case and capital budget requirements.	0		0	0		0		0		0		0	0		0	Community Contracts Board
CCTV - enforcement & crime prevention Introduce additional ANPR cameras that could be relocated from area to area for parking enforcement; Invest to enable provision of additional CCTV cameras that can be monitored from the new CCTV room to offer replacement or additional security for schools, museums, libraries and other service areas to provide savings. Placeholder, subject to the finalisation of Parking Modernisation business case and capital budget requirements.	0		0	0		0		0		0		0	0		0	Community Contracts Board
Street Litter Bins	28		28			0		0		0		0	28	0	28	Community Contracts Board
Harrow Weald Toilet Block	149		149			0		0		0		0	149	0	149	Community Contracts Board
Redevelopment of Rayners Lane Toilet Block	71		71			0		0		0		0	71	0	71	Community Contracts Board
Redevelopment of Vernon Lodge	5		5			0		0		0		0	5	0	5	N/A (as project being removed from programme)
Vehicle Procurement	425		425	60		60	136		136	2,731		2,731	3,352	0	3,352	Community Contracts Board
Depot redevelopment project	14,571		14,571			0			0			0	14,571	0	14,571	Depot Project Board
Climate Emergency - Energy emissions reduction measures			0	250		250	250		250			0	500	0	500	Climate Emergency Officers Steering Group
Total Commissioning and Environment	29,270	4,978	24,292	14,347	3,741	10,606	14,702	5,441	9,261	15,547	3,941	11,606	73,866	18,101	55,765	
Cultural Services																
Libraries Self-Service Kiosks Refresh To replace the 14 self-service kiosks across the 6 Harrow Libraries.			0	120		120			0			0	120	0	120	Community Contracts Board
Leisure and Libraries Capital Infrastructure Targeted investment to improve the infrastructure of the Council's leisure and library facilities.	352	0	352	150		150	150		150	150		150	802	0	802	Community Contracts Board
Bannisters Former Civil Defence Building	348		348			0			0			0	348	0	348	Community Contracts Board
Sec 106 Banister Sport Pitch	1,159	1,159	0			0			0			0	1,159	1,159	0	Community Contracts Board
Central Library Fit out	1,039	1,009	30			0			0			0	1,039	1,009	30	Community Contracts Board

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Harrow Arts Centre Capital Infrastructure Capital investment to deliver essential Health and Safety works including drainage, toilet facilities, roof tiles, external railings, fencing and paving, and intruder alarms.	300	300	0			0			0			0	300	300	0	Community Contracts Board
Harrow Arts Centre - BCIL funded Funding to complete the existing refurbishment and new build project. The total cost estimates are £3.686m for the whole project, which takes into account the revised cost for refurbishing existing buildings based on updated QS advice and the requirement for traditional build for the new building (instead of modular building).	2,130	2,130	0	1,177	1,177	0			0			0	3,307	3,307	0	Community Contracts Board
Harrow Museum Capital Infrastructure	44	0	44			0			0			0	44	0	44	Community Contracts Board
Total Cultural Services	5,372	4,598	774	1,447	1,177	270	150	0	150	150	0	150	7,119	5,775	1,344	

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	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	
Housing General Fund																
Disabled Facilities Grant	2,306	1,517	789	2,070	1,638	432	2,111	1,638	473	2,154	1,638	515	8,641	6,432	2,209	Housing Contracts Board
Empty Property Grant -Bringing empty properties back into use and contribute to the supply of homes in the borough for those in need.	120	0	120	120	0	120	120	0	120	120	0	120	480	0	480	Housing Contracts Board
Property Acquisition Programme - Funding to purchase and refurbish residential properties for use as temporary accommodation-Funded 30% RTB 1-4-1 receipts, 70% Borrowing	7,109	2,133	4,976	8,802	2,641	6,162	8,500	2,550	5,950	8,500	2,550	5,950	32,911	9,873	23,038	Housing Contracts Board
Total Housing General Fund	9,534	3,650	5,885	10,992	4,279	6,713	10,731	4,188	6,543	10,774	4,188	6,585	42,032	16,305	25,726	
Regeneration, Enterprise and Planning																
Harrow High Street Fund To improve cycling and walking infrastructure and high street improvement works.	350	250	100	1,800	1,300	500	1,600	1,100	500			0	3,750	2,650	1,100	Community Contracts Board
Lyon Rd Pop Restaurant & Square	685	685	0			0			0			0	685	685	0	Community Contracts Board
Trinity Square	151	151	0			0			0			0	151	151	0	Community Contracts Board
New Planning IT system	875	0	875			0			0			0	875	0	875	Planning and Public Protection IT Solution Project Board
Neighbourhood CIL funded projects	157	157	0	500	500	0	500	500	0	500	500	0	1,657	1,657	0	Community Contracts Board
Waxwell Lane Development	3,716	0	3,716	1,752	0	1,752	0	0	0	0	0	0	5,468	0	5,468	Building a Better Harrow Board
Haslam House Redevelopment	1,732	0	1,732	865	0	865	0	0	0	0	0	0	2,598	0	2,598	Building a Better Harrow Board
Other Regeneration	0	0	0	1,788		1,788			0			0	1,788	0	1,788	Building a Better Harrow Board
Poets Corner	0	0	0	8,119		8,119			0			0	8,119	0	8,119	Building a Better Harrow Board
Gayton Rd	5		5	2,293		2,293			0			0	2,298	0	2,298	Building a Better Harrow Board
Plot S			0	500		500			0			0	500	0	500	Building a Better Harrow Board
Demolition of Social club				300		300			0			0	300	0	300	Building a Better Harrow Board
Investment in HNC				2,070		2,070			0			0	2,070	0	2,070	Building a Better Harrow Board
Investment in 3 core sites							6,610		6,610	1,915		1,915	8,525	0	8,525	Building a Better Harrow Board
Total Regeneration, Enterprise and Planning	7,672	1,243	6,429	19,987	1,800	18,187	8,710	1,600	7,110	2,415	500	1,915	38,785	5,143	33,642	
Total Community Directorate	51,849	14,469	37,380	46,774	10,997	35,777	34,293	11,229	23,064	28,886	8,629	20,256	161,802	45,324	116,477	
Total General Fund	69,201	18,885	50,316	86,927	33,030	53,897	45,915	20,301	25,614	30,736	8,629	22,106	232,778	80,845	151,933	